SHAPING YOUR CAREER

AUTHOR OF

LIFE AND WORK ON THE LAND

SHAPING YOUR CAREER

A PRACTICAL GUIDE TO SUCCESS AND ADVANCEMENT

By
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PREFACE

THIS is the one best book for any ambitious young man who wants to climb up in the world and who does not know how to set about it. Also, it is a very useful book for any older man who has not, as yet, been as successful as he wants to be.

It is not a book of platitudes, as many ambition books are. It does not merely talk about success and tell what other people have done.

It tells exactly what to do. It gives a method. Mr. Norris has, in fact, worked out a technique for men and women who want to rise above the rank and file and become the leaders of their trades or professions.

He points out a short cut to success. If his method is adopted, it will prevent a young man from losing five or six valuable years. It will give him a running start in the race.

This method is new. Mr. Norris condenses it into four words—Detective, Selective, Constructive, Effective. It may be called the D.S.C.E. Formula.

As you will see, it clears away the fog and

uncertainty from a man's mind. It shows him how to go to work to shape his own career, instead of allowing himself to be hammered into some unwelcome shape by circumstances.

Few men are really self-shaped. They are moulded by environment—by outside influences. They do not develop their most valuable aptitudes. They are pushed into their first jobs by chance. They find themselves in positions in which they cannot do their best. And many remain all their lives in these positions.

The men who make the most of themselves are few and far between. The average man, I dare say, lives a 30 per cent. life. He does not find a position that fits him, and he remains a round peg in a square hole.

It is said that 95 per cent. of business men fail. All that they can do is to make a bare living. They never reach the high level of a career. This is a tragic fact.

After reading this most interesting book, I am convinced that it will help any reader to

"Grasp the skirts of happy chance,
And breast the blows of circumstance,
And grapple with his evil star."

AUTHOR'S NOTE

It is well to apply for, and accept, a Guide along the course of life.

It is by living that we learn to live.

It is a pity if those, who are as yet only on their path do not benefit from the experience and blunders, advice and warnings of those who are fifteen or twenty years older than themselves.

I find it a particular pleasure to point out that ordinary individuals, apart from high talent and opportunities, are capable of making a great success of their lives, bringing happiness to themselves and great benefit to the community.

I hope to learn in due course that this Guide has proved suggestive and helpful to many.

W.J.C.N.

The Green, Thakeham,
Pulborough, Sussex.

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THE CHOICE OF A BUSINESS

Chapter One

THE CHOICE OF A BUSINESS

Among boys and young men, it is a very common question: "What profession are you going in for?"—"What are you taking up?"

And it follows very naturally that, taking into account Medicine, Law, Engineering, etc., the view-point is—"Which pays the best?"—"From which activity may I expect to receive the highest returns?"

With this type of enquiry belongs the searching of newspaper columns. Partnerships are therein proposed and favourable opportunities are therein described.

"Pay us down your cash," say, in effect, these advertisers, "and in return we will admit you to first-class commercial or professional openings."

But a little reflection will show us that in reality first-class opportunities are not often

to be met with. If people possess a first-class business they are not likely to part with it.

They will keep it in the family. Would you, if you had a business connection which would fairly be called first-rate in its class, sell it to strangers if you had relatives to pass it on to? I think not.

No, the business which figures on the books of transfer agents, and appears advertised in the London dailies, is far more likely to be second or third-rate than anything truly first-class.

Those people who have spent their lives in working up a business in which they can take a pride, as representing years of industry and enterprise, will pass it on either by will, or more likely, by taking into partnership or in some such manner, a son or grandson. If it happens that there are no immediate descendants, a nephew will fill the gap. If he is of school age, a manager will be appointed, or a confidential clerk put in to hold the post until the boy is old enough to take his place in the office.

Even a second-rate business is not likely to remain long on offer. In the very nature of things the first-rate opportunity is too rare to

render a second-rate one of little account. Men of experience are too appreciative to allow a second-rate business opportunity to pass them by.

Our reasoning brings us to this:

(1) The first-class is seldom *in* the market.
(2) The second-class is soon taken *off* the market.

It follows that the business which is oftenest and longest on offer, as recorded on the agents' books, is not truly desirable.

We began in our analysis with that proposition which is labelled the first-class opportunity; we ruled it out; we then considered it as in the second category, and ruled *that* out; we now come regretfully to the conclusion that a business such as is available to the member of the general public, is much more likely to be third-rate than anything else.

This is not altogether lamentable. Indeed, it may be better, in the end, to have realized that the conditions were not so highly favourable.

Too great dependence on the supposed soundness and buoyancy of the business itself might lull the buyer into a false sense of security.

I began this chapter, "The Choice of a Business," by observing that boys and youths often looked towards some commercial opening with high confidence as leading towards success. In reality, the purchaser should place his confidence not in the business, but in *himself*.

Let him regard the business with a certain amount of distrust. Enough has already been said to show the improbability of its being all that it is represented.

The outstanding point and question in the applicant's mind should be: "How comes it that this shop or office is for sale?"

The intending seller may talk about "family reasons." To this we reply inwardly that the more family circumstances he has to consider, the less likely that he can afford to part with anything truly profitable. Or the intending seller may put forward the plea of ill-health.

Well! A man afflicted by ill-health needs money and support at that juncture even more than when normally robust. There is scarcely any man, whether ill or semi-invalided, who has not a wife, brother, sister, son, nephew or cousin capable of holding together a really

sound business on his behalf. No, I cannot accept ill-health as a genuine reason.

If the intending vendor said that he wished to sell owing to the ill-health of the *business*, I should be more inclined to believe him.

An intending seller sometimes advertises—"Good reason for selling." Now that clumsy phrase involves an illogicality. What the enquirer needs is the exact opposite, a good reason for buying! Looking at the matter all round it is as well to have quite moderate expectations when buying an advertised business.

Let us hope that the accounts examined on your behalf give the true situation. Let us hope that the stock and good-will are worth the sum you are prepared to offer for them. Let us hope that the neighbourhood is as thriving and favourable to your line of commerce as you have been assured it is—but that is as far as wise optimism will carry us.

What, then, is the right attitude to take up in estimating the value and general desirability of a business offered to us for sale?

I suggest the following conservative outlook as being safe and sound. We are not taking

into account the fraudulent. That possibility has been looked into. That would be to write the prospects down too low, but, in the majority of instances, with every caution observed, we may conclude that the business is:

A nucleus;
a foothold;
an opening;

into which a man may fling his energies, and from which he may extract a living, and in due course push on to the attainment of success.

Instead, therefore, of dwelling too much upon the merits of the business, the purchaser should rely upon his own efforts, foresight, enterprise and doggedness.

In later pages I will suggest how these qualities may be harnessed to practical purposes.


PROMPT
PAYMENT

Chapter Two

PROMPT PAYMENT

We have in our house an engraving called "The Misers." Beneath is the inscription—"From a noted and capital picture by Quintin Matsis, the Blacksmith of Antwerp, in His Majesty's collection at the Royal Palace at Windsor." There are two misers—boon companions—seated at a table. Their faces are lean and avaricious. While one is fingering coins with his left hand, he is making a ledger-entry with the other, while his companion glances approvingly over his shoulder. Above them, on a perch projecting from the wall, is a parrot.

I could not understand for a time how they could bring themselves to endure the expense of keeping the parrot. Its food must have cost them fully sixpence per week.

Perhaps they cut it down to fourpence-halfpenny, and watched it to see whether it looked any the worse. They must not let it

die, as a parrot is worth something, and its death would mean a financial loss.

After some thought it occurred to me that they kept him as a guard for their gold and valuables, since a parrot by screeching will often give notice of the approach of a stranger. I believe they employed the bird as a special constable.

But what a deplorable outlook upon life is that of a miser. Hoarding up coins that are never used, accumulating worthless treasure like a man I knew who was too nervous to use his own crested silver, but sent it to a banker's safe and used electro-plate instead. What good was it to him while in the care of his banker?

We know that the governing principle in the miser's life is to save, and his mind and heart thereby become miserably contracted and perished, and he dies at last a neglected and unhappy man.

His principle was to *save*—and he lost thereby everything that makes life worth living.

Consider how different is the outlook of a *Banker*. The cardinal rule of his life is to pay. Not to save, but to *pay*.

His governing principle is the creation of confidence and trust. He makes a promise and carries it out. The very foundation of the science of Banking is the punctual performance of a financial obligation. The banker promises to pay £1,000 on June 1st, and does so.

Between the boy who swears to his companion that he will pay him sixpence on such a date, and keeps his promise, and the banker who agrees to credit his customer £10,000 on the 1st November, there is no difference in principle. The only difference is in the amount.

And inferences are drawn from a man's or woman's conduct from the less to the greater. Supposing a householder is strictly careful concerning the smaller sums, such as 1s. 6d. or 3s. 6d.—never leaving these unpaid—his neighbour infers his trustworthiness in regard to larger amounts. In other words, his credit rises.

Credit is the very foundation of business success.

Mr. H. Osborne O'Hagan, who operated over large and prosperous developments concerned with real property, tramways and railways, attributed his enduring success to the high credit he enjoyed in the banking world, and this he attained by strict avoidance

of unmet liabilities—debts.

Consider: a debt paid enables the man who receives that sum to pay in turn a sum owed by him. Think of the tragedy of the small shopkeeper, unable to collect his debt and consequently unable to pay off those which he has himself contracted.

So soon as I owe ten pounds, that sum in my possession does not belong to me at all. It is really due to the other man. I have no right to it, and must go in patched clothes rather than leave the debt unpaid.

It may be that the reader, though admitting the importance of the foregoing advice, may be unable to follow it. With the absence of cash in hand he is unable to pay his debts.

Here I would say: Second in value to payment is a *determination to pay at the earliest possible moment.*

This is the practical manifestation of personal integrity. "Integrity," wrote Roger W. Babson, "is the foundation of prosperity."

Some people carry their debts lightly. They do not keep proper accounts, do not keep clearly in mind the amounts payable.

Such people should have their figures exam-

ined by a professional accountant, that their position may be put clearly before them. Then the exercising of a *strong* determination to pay will be second best, and it will be no small matter for the raising of personal credit.

The man or woman who is known to be conscientiously setting aside a sum each week —though small—representing his or her best effort in that respect, will rank well in the estimation of friends and associates, and will *rise in that credit which is the foundation of* true business success.

The purport of this chapter is therefore to urge the payment of accounts with extreme promptitude.

On an account coming in correctly rendered, seize your cheque-book and pay it by return of post. Whether your doctor, dentist, grocer, draper, whoever it may be, let prompt payment be your rule.

And now to return to the Banker. At first sight one would not suppose that he who makes it his ruling principle to pay on demand would himself prosper; paying out does not *suggest* paying in; and yet how seldom do we ever hear of a banker dying poor.

Supposing a large mansion and park is

bought, and we hear that the buyer is a Banker, that fact alone suffices for an explanation. We enquire no further.

The statement that he is a retired Banker sufficiently explains his ability to buy such a costly place. Those who have a life-long association with the pay-on-demand principle evidently set in motion *The Law of Attraction*, which, working on the mental plane, causes those who are worthy of trust to *be* trusted.

This reasoning might be objected to. The reader might say: "No, the main object and governing consideration of a banker is to charge interest and thus to build up that fortune to which you allude as being so characteristic of his profession." But my argument holds.

Before members of the public can be induced to entrust their funds upon which interest is payable, they must, as the prior consideration, be assured (and they are assured) of the banker's integrity.

Trust, confidence, security, unfailing discharge of financial obligations, strict payment to date—these are the principles upon which banking is founded. It is that determination

to pay *out*, which induces the public to pay *in*.

So, if you are leaving school or college shortly to take up a commercial career, you can set in motion, in a manner most valuable to yourself, this law of attraction, and so set your feet upon the path of prosperity ; you can raise your personal credit, *which is the foundation of business success* ; you can benefit the community in which you live ; you can set an example of uprightness. And all this by punctual exactitude in the payment of accounts. Whether you owe 6d.—£5—or £1,000, let your rule be——

"*Payment to the day !*"

THE WAY OF SUCCESS

Chapter Three

THE WAY OF SUCCESS

Having bought a business, the natural question is—what are the qualities of mind, and principles in action, which lead to success.

Can it be said that professional training is the prerequisite?

The answer is "No." There are many instances of people who have met with distinguished success in the world who have not been thus favoured. Mr. F. E. Cox, who devoted his life to the welfare of horses as the Hon. Secretary of the National Equine Defence Society, had never been in the saddle. One of the best-known veterinary workers, and consultant and Judge in the dog world—a man whose telephone bell summons him by day and night—is not a qualified man at all, and worked his way up from small beginnings.

It is said on the sober authority of an encyclopædia that the author of the best known and

most valued guide to navigation, had never been on the sea in his life.

There is no need to feel disheartened owing to lack of education or professional training or technical opportunities.

Is a University education essential for attaining success?

Although an Oxford or Cambridge man experiences benefits in many respects—advantages which cannot otherwise be acquired—yet, on the other hand, there is nothing in the lack of varsity degree to bar the way to success. It is quite possible for men and women, being strangers to a university education, to turn their talents to high and constructive purposes to their own happiness, and to the advantage of their town or district.

Presumably some degree of education is essential?

Strangely enough, some men have forged ahead who could not be called educated at all. The late Mr. Peter T——, who left a substantial fortune for probate, and won by his personal characteristics the respect and regard of his district, was one of these people. According to newspaper report, he made his

fortune by peeling onions, in which industry he was wholly engaged. Apparently he invented a numeral system of his own, and the good man was unable to read or write. Beginning, it is said, with a capital of six shillings, and while generous to the poor of his district, he left a fortune in trust for the widow.

Are a preferential position and elaborate technical equipment the forerunners of success?

The life and circumstances of Thomas Edward, the Scottish cobbler and naturalist, sufficiently answer this question. He was born in a cottage near Portsmouth in 1814. Nothing could have exceeded the severity with which those at home and school sought to suppress his boyish desires for bird-nesting and the collection of reptiles and insects. But nothing could effectually check his natural instinct, and, in spite of opposition and difficulty he rose to eminence among scientists.

On the point of equipment, his resources were so limited that he had nothing better to let down into the sea than old pots, pans, pails, and kettles, and these he filled with straw, grass, bits of old clothes, and bits of blankets. These were his sea-traps, and in them he caught his marine specimens. He was equally

active and efficient with the gun, and here I must record the remarkable fact that this man, weighed down by poverty and encircled by difficulties, sufficiently impressed the magistrates of his district as to secure from them as many as sixteen signatures to a certificate in the following terms:

"These are to certify that the bearer, Thomas Edward, shoemaker, who is in height about five feet six inches, has dark eyes and hair, much pock-pitted, round-shouldered, and about thirty-five years of age, is—in addition to his other calling—engaged in collecting and preserving various objects of Natural History. . . . That for the purpose of approaching Ornithological specimens he is under the necessity of using a gun, but in doing so, We, the undersigned, have never heard of a single case of poaching being brought against him, and, as far as we know, he is not in the habit of killing Game of any sort, nor of destroying property of any description, which, were he in the practice of so doing, being so frequently out with his Gun, he could not, we think, have escaped public notice so long—having resided in this town for a period of sixteen years, during which time he has borne an unimpeachable character.

Banff, March, 1850. James Duff, J.P."

It was indeed remarkable that a man like Thomas Edwards, with every disadvantage, including ill-health, owing to exposure to bad weather in search of specimens, should have received that amount of recognition.

Although a written testimony of character, signed by magistrates, in respect of a member of the working class, may seem, on the face of it, to be widely different to the banking credit enjoyed by a wealthy merchant, yet, in underlying principle, there is a close analogy.

Banking, as I have before said, is founded upon signature, identity, confidence and belief, and a Banker would tell us that considerations of character, integrity and personal worth, enter very largely into the credit-loans situation as between himself and his client.

In recording, therefore, how Thomas Edward lived in times less favourable to the labouring class than the present, I am showing how a man in low circumstances can by conduct and integrity, become recognized as a person to be trusted and furnished with authoritative backing.

I feel that the experiences of Edward, the Scottish shoemaker and distinguished naturalist, well meet the question which we put before us to answer.

Are high qualities of intellect essential for attaining success in life?

To answer this question, we turn to the life and character of Francis Bacon.

"All the powers," wrote Macaulay in a well-known passage, "of the most exquisitely constructed mind that has ever been bestowed upon the children of men, belonged to him; with great minuteness of observation, he had an amplitude of comprehension such as has never been surpassed." Combined with these gifts he was not wanting in industry, and had high personal ambition; at the same time he was unscrupulous and cunning.

He plotted for his own good and showed the utmost ingenuity while endeavouring to shape events to suit his purposes. Yet, with all this he failed most miserably. Intellect, mere intellect, brought him to nothing.

"Impeached, convicted, driven with ignominy from the presence of his Sovereign, shut out from the deliberations of his fellow nobles, loaded with debt, branded with dishonour, sinking under the weight of years, sorrow and disease . . . Bacon died."

His fault was excess of ambition. Ambition unchecked by lofty principle. He needed

moderation, for he ruinously over-reached himself. "He," wrote a great thinker, "who over-presses his advantage, doth poorly serve his own interest."

Macaulay viewed it that had he only exercised a wise and curbed ambition, "he would have fulfilled a large part of his own magnificent predictions. He would have led his followers not only to the verge but into the promised land. Above all, he would have left not only a great, but a spotless name."

Are the powers of practical organization essential to attaining success in life?

To meet this question I propose to draw some conclusions from the life and character of Napoleon. He was not like Bacon, a writer, a scientist, an essayist, a philosopher, but a practical organizer. He was peculiarly able to grasp the facts of a situation. He had that great factor in a general's success, the ability to judge with exactness the enemy's strength, the directional movement of his troops, and the exact time they would take in marching to reach a given spot.

Alison, the historian, devoted six or seven pages to a description of his rich mental gifts combined with great physical endurance.

Taking these into account together with his dominating position, how came his downfall and degradation? That, surely, is an interesting question.

For answer, he was wanting, for one thing, in the domestic affections. That want of heart in the home relation manifested itself in things military. His calculations as to the time required for his regiments to march from spot to spot were admirable in point of mathematical accuracy. But his want of tender feeling excluded from his mind vital considerations—the impossibility of rapid marching when his troops were fatigued, had empty stomachs, torn boots and bleeding feet. Thus his military calculations theoretically right, were in practice wrong, and brought him to disaster.

His great mental gifts—his high military talents—were spoilt by obstinacy. His refusal to believe that he could make mistakes, alarmed his Generals. They feared his passionate resentment and dared not tell him the true state of affairs lest he should dismiss them from his staff.

Mistakes unreported could not be rectified. Napoleon believing himself to be unconquerable, and closing his mind against criticism

and reproof, had the mortification of seeing his armies crumble away, and died, as we all know, a prisoner and a dishonoured man.

It was Alison's comment that if his prudence had been equal to his genius he might have obtained an overpowering dominion, and have been able to impose his will upon all the nations.

Here, then, we see our question answered in the negative. The most pronounced gifts and talents given to man in the most lavish manner will not necessarily bring success. They may be nullified as in the above instance, by obstinate wilfulness, by refusal to take counsel, to listen to the opinions of others.

Is there reason to fear that a want of high talent will bar progress and block the way to attainment of success in life?

This is answered by reference to the life of Mr. Jekyll. Lord Chancellor Eldon left on record the following circumstances bearing on his appointment. The Chancellor was lying ill, and the Prince Regent was told when he called that he was unable to see anyone.

On this, the royal visitor brushed aside the footman, and running upstairs, entered the

bedroom. There he strongly urged the Chancellor to exercise his right to appointment by making Mr. Jekyll a Master in Chancery. "He is totally unfitted and unqualified," he replied. "The thing is impossible"; but the Prince Regent (afterwards George IV) urged the point with such force that the Chancellor reluctantly consented.

"Others," he plaintively wrote, "should really be very delicate in blaming appointments made by those in authority, as there are often very many circumstances totally unknown to the public."

Mr. Jekyll himself was fully alive to his deficiencies. On some friends meeting him and asking how the appointment came to be made, he replied because he supposed he was the most unfit man in the country.

And yet—and this is the point of our story—he was not a failure as a Master in Chancery. He "recognized his limitations," and realized his want of technical knowledge. Before reaching decisions and making pronouncements, he consulted the authorities and one or two other Masters in Chancery.

Thus he filled the office with fair success. His experience emphasizes a clear lesson for us

all. A deficiency in knowledge or talent, can be largely got over.

If we take those sensible steps above indicated in the case of Mr. Jekyll, refer to personal friends and professional referees, consult ready reckoners, guides, encyclopædias and all appropriate sources of information, we can equip ourselves to hold some position which before seemed high above our capabilities. "He that refuseth instruction despiseth his own soul; but he that heareth reproof getteth understanding."

Do you feel that you are weak in arithmetic? That you are incapable of buying and selling? That you are deficient in organizing power? If so, there is nothing in these facts—one or all—to discourage you. Let me deal with this by means of a sporting illustration.

Mr. Thomas Assheton Smith was a millionaire sportsman. He had a well-known mare named "Ayston," for which he used to say he would not accept £1,000.

Yet this mare, which carried him so well at the gallop, was so wretchedly pigeon-toed, was, that is, from her gait at the walking pace, so miserably uncertain and tottery, that he would have her led by the groom, and would not

mount her until the copse had been drawn and the hounds were in full cry. And thus the deficiency may be said to have been bridged over.

Are you a Bridger? You may be. If you have faults and deficiencies, you can so conduct your life that there will be little or no handicap.

If weak in arithmetic, you can have the help of an accountant, who will come in and balance your ledgers for a small fee. If your weakness is in buying and selling, there are others upon whose judgment you can rely. If you are deficient in organizing power, that can be got over by seeking advice, consulting business organizers, by reading the counsels of commercial writers in the business papers and magazines.

Are you a Bridger? If not, become one. Aim high—bridge over your weaknesses and you will eventually find yourself at the goal of success.

THE DETECTIVE FACULTY

Chapter Four

THE DETECTIVE FACULTY

It was the detective faculty which led to your becoming a reader of this book. You detected from its title, that another's mind had direction and counsel to offer you. You might have been too unobservant to gather that fact.

Fortunately, the habit of detecting salient facts can be trained. Note the importance of accuracy of observation.

Suppose that you have an appointment, made by letter or telephone, to an address in Southampton Street; you are very well aware that your whole career, whether business or social, might be wrecked by your failure to be on the spot at the specified time. You would not be careless in arranging your time so as to land you there strictly at the hour named.

But your detective faculty—that ability to make alert observations—notes the fact that there is more than one Southampton Street in the London postal area.

Let us pick up the Post Office Guide, from which we find the following:

Southampton	Street	
do.	do.	
do.	do.	
do.	do.	

From this it is obvious that failure to note, or, to ascertain, on the telephone or otherwise, the district number and consequently the correct address at which you were invited to attend, might wreck your life's prospects. It is indeed attention to the lesser details of life which often tends to make or mar.

This is to speak of the detection of a single fact, but still more important than perception is the faculty of APPERCEPTION.

Apperception is that faculty of mind which enables us to see a fact, not singly, but in its relations and correspondences to, and with, other objects.

There are instances in which inventors have stopped short at the very brink of important discoveries through a want of this faculty.

They saw something clearly enough in its single, isolated form but its potential partnership with other objects they overlooked.

We are told, for example, that an Oxford Don, well known in his time in scientific circles, came very close to the discovery of Röntgen rays. In the course of experimental work he brought them into being, but failed to recognize their significance, regarded them as a hindrance to the work he was engaged upon, and took steps to eliminate them. This points to the need of the faculty of mind which we now have under discussion.

APPERCEPTION: The Seeing of Things, not standing singly, but as potentially linked up in association with other objects.

Nature is generous in her provision of dualities. Two eyes, giving as such a much better view-scope than one; two ears; the upper jaw working for speech and mastication against the lower; the fore-finger in opposition to the thumb, so giving us the valuable grip or clasp.

Nature may be said to have exercised apperception in arranging things, not in their single aspects, but in their due partnerships, associations and correspondences.

It is not well to disregard a fleeting suggestion even if jokingly made. Consider, there may be something in it. Lord Thurlow once

asked Lord Chancellor Eldon, humorously, if he did not think that a wooden machine might be invented to draw bills and answers in Chancery.

This is said to have placed Mr. Babbage's mind on the track of his calculating machine—the ancestor of the present bankers' mechanical aid. It is said that the importer of the Printing Press, who was travelling at the time in Germany, brought the machine to England on the written suggestion of his mother. It was on the suggestion of his housekeeper that an old gentleman entered his garden in the *Daily Telegraph* competition, thus winning the valuable first prize.

This principle, of careful attention to suggestions, from whatever source they originate, may be expressed in the following phrases:

"There are mushrooms as well as apples."

"While the apple on the topmost branch is worth reaching for, there is something worth gathering on the ground level."

Let this be illustrated as follows:

Imagine that a deep well has a costly and complicated pump, drawing water for an Institution. It fails to work. The inmates

must have a water supply, and the anxious members of committee call in Sir William —— to examine the works, point out the trouble, and suggest a remedy. Now, supposing an old woman is peeling potatoes in the scullery, and suppose she makes some practical remark concerning the restarting of the engine, it would be unwise for Sir William —— not to pay strict attention to those remarks, giving her a courteous hearing.

The eminent consultant has his own technical knowledge, but the old woman may have her contribution to make as well.

Consider: perhaps her age is seventy, her father may have spoken of local events dating back more than a hundred years. He might have known many facts relating to rains and fogs and dewfalls, floods and droughts, water-levels and springs, which have bearing upon the condition of the Institution's well. Such information added to technical engineering knowledge might well prove valuable to the expert. Never disregard remarks, however trivial they seem nor from however uneducated a source.

Mr. H. J. Burt, who built up a highly successful business near Brighton, paid atten-

tion to detail. He was an auctioneer, agricultural surveyor and timber valuer. When in Steyning Market, if approached by a drover, or a mere lad, however rough, he was always courteously attentive to his remarks.

In his book, *Perceptive Power*, Mr. W. W. Atkinson has shown how the use of a faculty intensifies and sharpens it. He shows that facility in the trades and professions comes from practice, from use, from the daily habit of practice and observation.

This is a cheering line of thought for us all. It involves the law of Attraction. "To him that hath shall be given." By the use of our faculties further powers will be drawn towards us.

For the widening of knowledge, and for the cultivation of Apperception, I strongly recommend a study of the powers and facilities of the *Newspaper Press*. Scarcely anything is more likely to supply you with relating facts, associations and correspondences.

A simple, easy, and effective means of becoming acquainted with the scope of the British Press is to become a reader of Mr. Charles Baker's weekly, *The Newspaper World*.

This veteran editor, who ably produces the

issues, was the founder of the publication some forty years ago, and his personal comments often met with in the columns, mark his sagacity and long experience.

The plan of this weekly is, that a writer of some note deals with a topical subject in press circles—a reprint, a report of a lecture, or an expressly written review. Business management in the newspaper office, circulation and distribution next receive attention, followed by literary notes and technical items. This weekly teems with information; it brings to view publications, some new, some old, which the reader might pass through life without hearing of at all.

Further, on the topic of becoming acquainted with newspaper activities, I strongly urge the buying of *Willing's Press Guide*. In its fifty-sixth year of issue, it takes but little room on the desk or shelf and costs the modest price of 2s. 6d. It begins with an alphabetical list of newspapers and magazines circulating in the United Kingdom. The whole of it teems with interest, but we get a shock when we arrive at "J," for here are named no fewer than sixty journals of societies, guilds, manufacturers and institutions. To stop here would be to acknowledge receipt of a vast mass of informa-

tion, but the list goes gaily on through the entire list of periodic issues.

The volume takes up the classification of "interests, professions, trades, Religious denominations, sciences and subjects"—naming those papers which cover each interest. Then it is assumed that the searcher is weighing the merits of the *provincial* publications, and these are conveniently shown under the heading of their respective counties. Wales, Scotland, and Ireland, come into the list, and then the *Towns* are named in which the various journals are published.

In the two publications just described will be found limitless material to work upon. This material gives scope for Apperception.

You have some knowledge, some skill, some specialized ability of your own. Now open your *Press Guide*, to scan the appropriate column, and you will very likely find that someone issues a weekly paper or monthly magazine touching your subject. It may be quite obscure. Many quite useful papers are. One may pass years unaware that such a paper exists. Some well educated men pass through life ignorant of the full scope of the Press. Have you ever seen a *Press Guide*? If not, it

is bound to add to your efficiency in life to get one.

Bearing closely on the subject of Apperception is the *Press-cutting Agency*. One of the aims in the world of commerce is to get into touch with the right people at the right moment in order to see means to co-operate (Apperception) with that part of their ability or scheme which corresponds to, or promises an expression of one's own business.

Here comes into view the value of the *Press-cutting Agency*. The proprietor and his staff, trained of eye and swift in practice, are continually scanning the entire field of the national printed page. You subscribe an annual two guineas or so, name your interest, and thenceforth they hold you in mind as their client. You name, for example, *silk* as the commodity in which you are commercially interested. When a paragraph appears, say, in *The Liverpool Weekly Post*, concerning some amalgamation among silk merchants, they instantly cut it out, and post the clipping to your address.

Or you may name your interest as *gas*. You will receive from time to time extracts similarly clipped from the Press, north, south, east, west, relating to Gas Companies, a Board meeting in Norfolk, dividends declared at

Steyning, a mammoth gasometer erected in Sheffield, etc. Even the news of a gas company closing down may be worth something to you as a business man.

Here is a list of some firms who do this kind of work :

Durrants' Press Cuttings, 32, Holborn Viaduct, E.C.1.

General Press-Cutting Association, Ltd., 24, Holborn Viaduct, E.C.1.

International Press-Cutting Bureau, 51, Red Lion Street, W.C.1.

Woolgar and Roberts, 1, Dorset Buildings, E.C.4.

With the further reference to the Detective faculty, that great logician, Richard Whately, writing on *The Province of Reasoning*, said : "An individual fact is not infrequently elicited by skilfully combining and reasoning from those already known ; of which many cases occur in the detection of criminals by officers of justice, and by Barristers who acquire by practice such dexterity as to draw sometimes the right conclusion from data which might be in the possession of others without being put to the same use."

A modern writer, before named, W. W. Atkinson, dealing with the general sharpening of the faculties, observes that doubtless the reader has failed to note the number of times that the letter " M " occurs on the preceding page of the book. " Let him," the writer says, " turn back to that page with the attention trained upon those letters in the successive sentences, and then," he says, " the letter ' M ' will seem to leap to the eyes." So it is when the faculty of acute observation has been assiduously cultivated over the field of business.

In the preceding pages I have sufficiently urged the cultivation of the detective faculty. I now propose to summarize a number of instances in which this important faculty was exercised with gratifying and important results. I do this in the hope that your own life and career will be benefited by these examples. Let us, therefore, consider the following brief business records.

Messrs. Foyles of Charing Cross Road, have built up an immense business. They started by offering a few books for sale which were surplus to their personal needs, and they met with a demand. *They saw an opening* (The Detective Faculty) for the marketing of second-hand books. From that day they set

themselves to the creation and development of their book-selling business ; they now have the largest stock of books of any retailer in the world.

Highly interesting are the records of Mr. Eno's fortune made in Fruit Salts. Yet it appears that the origin was simple. Living at a seaport it was a common thing for him to be consulted as a chemist for liver complaint, by sailors who had been pent up on a sea voyage, and, added to the instincts of a business man, he had a sympathetic and kindly nature.

He saw an opening (The Detective Faculty) for the supply of salts which would fill a wide-spread need amongst all classes of society, and there sprang into existence the great trade which is now so well and favourably known to the public.

Mr. Henderson Neal tells the story of the development of the great firm of Messrs. Daniel Neal & Sons, Ltd. The starting point of high commercial success was one of great domestic simplicity. It was his mother's remark that as there was evidently a market for socks for fat feet, there must also be a market for shoes for fat feet.

He saw an opening (The Detective Faculty),

and adopting the suggestion, and fired with enthusiasm, he advertised in increasing amounts and with such increasing success that his firm was soon in a position to advertise on a grand scale, and to build up business magnitude.

In a recent Appeal case, it transpired that a principal witness, a builder, had had experience of *converting cellars into clubs*. Vision and practical enterprise! *Seeing an opening* (The Detective Faculty), he had converted three such unpromising basements as cellars, with success, *into tea-rooms*, with handsome marble staircases and brass handrails, so that, without knowing it, you could enjoy a cup of tea in a cellar.

Mr. E. A. Tickle, of Bromley, Kent, wrote an interesting account of the manner in which he built up a Wireless Repairing Practice. He understood wireless management in all its technical points, and was so often called upon by friends for assistance that the whole of his leisure time was taken up in doctoring their sets. *He saw an opening* (The Detective Faculty), and followed up this observation with action. Inserting a small advertisement, and packing some tools in readiness, he was soon busily engaged in attending to disordered and unsatisfactory sets over an area of several miles.

The business was expanded and has prospered. He had opened up a paying industry.

Speaking at the World Fuel Conference at the Imperial Institute, Mr. H. W. Brooks told a story regarding the aerated method of handling powdered coal, now so generally followed in America. Six experts failed to solve the problem, and then an accident occurred to one of the barrels being experimented with. When the barrel was toppled over, it splintered, allowing the air to leak in, and the coal previously chemicalized, began to run like a fluid. *An opening was seen* (The Detective Faculty), for taking advantage of the accident, and a sound business was thereupon built up.

A large firm of wholesale and retail grocers, having branches over a very wide area, started trading twenty years ago. They had no proper counter, and even had to hire the hand-truck upon which, in the evenings, the groceries were pushed to a few customers' homes. *They saw an opening* (The Detective Faculty), and pursued it to such effect that they have become large employers of labour. They have built up a noted firm in the trade.

In the provinces was a hard-working man, little above the labouring class. He wished to

become a successful tradesman. He had a wife and family at home, but no premises where he could open a shop for the sale of green-groceries.

He saw an opening (The Detective Faculty), and by arrangement with a local farmer, one mile away, put up a shed of boards and felt, facing the main road. Here he successfully traded for several years, until, on the opening of some new shops in the neighbourhood, he was able to take up a lease, and to transfer to those premises the business and good-will which he had so successfully established.

Mrs. Louisa Cook was the founder of a Sussex industry. For fifteen or twenty years she occupied herself industriously in making jam and marmalade on her simple premises in Queen's Road, Brighton. She could little have thought to what proportions her sons would extend the enterprise.

They saw an opening (The Detective Faculty), and entered wholeheartedly into the jam-making industry. A factory was built, retail branches arranged, wholesale depots established, together with a land purchase, where some of the fruit is grown. It is said that Mrs. Cook's original stewing-pan is still in the possession of the firm.

Mr. James Coats, of Paisley, the founder, just over a century ago, of Messrs. T. & P. Coats, Ltd., thread manufacturers, possessed in full measure the integrity and enterprise which have always been characteristic traits of this famous family. On one of his visits to London he bought a Canton crêpe shawl as a present for his wife. At this time all such specimens came from China, and the question entered his mind—why should they not be made in Scotland? *He saw an opening* (The Detective Faculty), began the manufacture, and so founded a business rising to tens of millions of capital.

A triumph of adaptability was the career of Mr. A. G. Meyjes, who for twenty-six years held the important post of editor of the trade journal *The Ironmonger*. He conducted the paper with outstanding ability, although he knew little or nothing of the industry. *He saw an opening* (The Detective Faculty), and set himself to absorb with open eyes and ears every point of interest in the trade. He disclosed a genius for organization and how he came as a stranger to England, and rose to a position of distinction in a few years, is worth the attention of every young man. His success was built on observation, industry and determination.

The late Mr. J. Murray Allison gave us an example of the detective principle exercised in early life. He was born in Australia, and began his career on a stock farm. He arrived full of energy and youth, reaching London it is said, almost penniless. His talent was for advertising, and with a sure instinct for the right move, he knocked at the door of Messrs. Spottiswoode's. *He saw an opening* (The Detective Faculty), and that instinct, that knock, says his biographer, " heralded one of the most successful careers of our time." His outstanding talents were recognized, and he became advertisement manager of *The Times*. He did, his friends assure us, who sorrow over his death, an endless chain of good deeds and was never tired of directing and encouraging the younger aspirants in the profession.

Mr. G. Foster Clark, presiding at the annual meeting of Foster Clark, Ltd., said : " Ladies and Gentlemen : This business was started by me forty years ago in a room ten feet square, with a capital of £100." In 1920 the business was turned into a private company, and later converted into a public company. *He saw an opening* (The Detective Faculty) and started from the small proportions named. The figures are immense, and this gigantic concern

is not confined to England, but now owns a large factory in Australia.

Mr. Fred Bartlett was aware that the cobbler's art as practised in a tiny ill-lighted, muddled shop, did not stand in high repute. But he was not discouraged. *He saw an opening* (The Detective Faculty), learnt by harsh experience, realized the need of machinery and got it, and by carefulness and considerate attention to the needs of customers, he and his staff have become entrusted with the repair of boots numbering tens of thousands per year.

A remarkable story is that of Mr. Frank Hornaby. He scored a tremendous success with his invention and manufacture of Meccano. The origin of this was that he made, measured and fitted parts to enable his two boys to make for their amusement, cranes, bridges, arches and other constructional toys and models. *He saw an opening* (The Detective Faculty), realized that he was at the beginning of great things, built a factory, and so rising from small personal beginning, sees his efforts represented by the employment of 1,500 persons, besides having branches in Paris and New York.

Mr. Sturgess, who has a garage and wheel-

wrights' business at Aslington, Sussex, is an example in point of industry and enterprise. Coming to Sussex for health reasons from London, he began in a very small way, but with his own hand built workshops and extensions, and established all the equipment of a modern garage. Where most men would have said the frontage was too narrow to admit the erection of a shop or office, he was not discouraged. *Seeing an opening* (The Detective Faculty), he built a small store, fitted with shelves, till, etc., on the space of a few feet of ground, and has made, over the whole, conspicuously good use of his opportunities, and possesses a thriving business.

That the existence of a great commercial industry such as Rubber should largely issue from the resolute action of one man, seems surprising, but such a fact is revealed in reading the life of the late Sir Henry Wickham. Together with his colleagues, Mr. Cross and Mr. Fox, he was responsible for the transplanting of the wild Para rubber tree. This was done from seed, which represented peculiar difficulties, as it soon loses its vitality.

He saw an opening (The Detective Faculty), and together with his associates, showed wonderful determination and driving powers

in overcoming difficulties, climatic and legal. With obstacles overcome, the seeds were rushed to Kew Gardens, where four per cent. germinated, and specimens were soon sent to Calcutta, Ceylon, Rangoon, and Singapore. In spite of every care, all but seven plants died in Singapore, but Mr. Walker Fox of the Botanical Gardens made those survivors his special care, having had the advantage of association earlier with Mr. Cross, also an enthusiast. Thanks to united endeavours, rubber was planted in earnest, to give birth to an industry employing thousands of men and millions of capital.

Sir Henry Wickham's action was warmly appreciated. The Rubber Growers' Association and the Planters' Association of Ceylon presented him with 1,000 guineas and an annuity, and on the occasion of his eightieth birthday the governments of the Straits Settlements and the Federated Malay States made him a combined grant of £8,000.

After his great achievement, Sir Henry served as Inspector of Forests and Commissioner of Crown Lands under the Government of India, and also explored Australia, British New Guinea, and the Pacific Isles.

Chapter Five

THE SELECTIVE FACULTY

Looking back over their past lives, many men have cause to feel that they have not been sufficiently selective. The faculty is not one that we often use in early life. For example, if a boy has occasion to ask the way in the street, he will ask almost anyone within sight.

But with years added, we use the selective faculty, and so do not stop with our enquiry the old lady or the old gentleman. The first we do not wish to trouble, the second may be deaf. Added to which, both may be strangers to the district. A postman is, of course, the ideal individual to approach, but one may not be in sight. How about the window-cleaner, pushing his truck, with ladders on it; perhaps he is a suitable man to question? No, a window-cleaner is not in general demand. He only calls here and there.

But there is the milkman. Our selective faculty is here satisfied, and we will ask him.

Milkmen are usually young men and alert, and their house-to-house milk delivery renders them familiar with the situations and names of all the houses in the street.

A man sadly sunk to poverty might live in a very poor street. His lodgings are in a low district, and slums lie between him and the large open thoroughfares and the fashionable shops. By using his selective principle, he can choose a route largely or wholly avoiding these slums. The distance may be a little longer, but many people find walking exercise the salvation of their health, and the wider streets with their bright gardens, and tree-lined, will well repay him.

General Sir William Campbell used to say that he could not have got through his heavy work at the War Office, but for the walk twice a day from and to his house, across Hyde Park. We can benefit our health and raise our outlook by using our selective faculty in the choice of street routes.

On your way home in the evening you may be near a tram terminus. Instead of walking through those slums, you might take a tram, go a mile out of your way, and get, before you reach home, a view of an avenue, promenade, river or shipping, as the case may be. A penny

fare? Sixpence a week? Well spent, and far better this than facing the slums. Everything helps towards success that gives us pure breezes, a seascape, the sight of flowers and trees, rivers or downlands.

This habit of being *selective* can be exercised every day of our lives. In gazing at the shop windows we can reject the picture postcard, coarse, and as near to the indecent as the publishers dare get it, in favour of the picture postcard showing the Scottish Express, the Castle ruin, or a flock of sheep grazing on the South Downs.

Under the heading of "Detective" I have pointed to the immense range of technical and specialized publications to be traced in the pages of the *Press Guide*. This should be read with a thinking mind. Just to flick over the pages in a spare half-hour will not do.

One should concentrate and let the eye range over the lists, with three words not far from consciousness—*Detective*, *Selective*, *Constructive*. Detective—the eye travels up and down the columns and back again. Selective, the question at issue is: "Which bears on my subject? Which can I put to my personal use?" Constructive: "How can I extract

the information and add it to that which I already possess?"

The selective principle exercised allows us to exclude from our minds the harmful, to invite and entertain that which informs and uplifts. This is highly important. The rule is that we become like those conditions, those persons, with which we most associate.

Certain ladies, the wife and daughters of a clergyman, were somewhat loud in voice and manner. The Rector becoming presented to a living of which the Crown has the gift, these ladies, after the move was made, and they had associated a little with the gentle-mannered Royal Princesses, were observed to become much quieter.

This shows how we are all influenced by our contacts and marks the importance of using our selective power in the choice of friends, and similarly in our choice of reading—opening only the best books in their class—just as musicians think it prudent to escape from the sphere of faulty musical performances, lest their taste and "ear" should be damaged by listening to the discords. Whether therefore, we are reading the poets or the authors, let us read only the best writers.

Dr. Ellis Powell, the talented editor of *The Financial News*, and author of *The Practical Affairs of Life*, gave valuable advice on the subject of reading.

" Give your mind," he says, " the best, and it will soon learn to refuse anything else. Do not read hurriedly. Pause to reflect, to analyze, in some cases to differ, to enjoy. Don't get into the wretched habits of spending half of the luncheon hour strolling about with your pipe in your mouth. Have a book in your pocket, and bestow upon it with profit to your intellect and spirit the gaze which is otherwise wasted on shop windows or smart typists."

The immense benefit of reading over a wide range of Literature—this made so plain to our gaze by the *Press Guide*—is that one thought kindles another.

" It is a queer thing that ideas beget ideas, and ideas that beget ideas, beget new business," says J. Cunningham.

As Mr. J. Millott Severn says : " Nature is constantly working to make us more refined and perfect or more repulsive looking, according as the mind is habitually trained. But there is no need for anyone to grow coarse. The quality and activity of the brain, like most

other things, is susceptible of improvement, and those who wish to make their brains more receptive, expansive, and intellectually more useful should endeavour to be more refined and elevated in their tastes and aspirations, cultivate the intellectual and moral faculty, read and study good books, associate with refined society, eat sparingly, avoid low, degrading company, stimulants, narcotics, and everything that has a degenerative tendency."

As Edmund Burke said : " He that borrows the aid of an equal understanding, doubles his own ; he that uses that of a superior, elevates his own to the status of that he contemplates."

A very marked instance of the failure to exercise the Selective faculty, is to be found in Anthony Trollope's *The Warden*. The Revd. Septimus Harding, it will be remembered, endured much conscientious perplexity, and had come up to town to consult Sir Abraham Haphazard, the leading counsel of the day. The only appointment the K.C. could make among his parliamentary engagements was at a late hour, and Mr. Harding had to fill in the time somehow, and was in need of some lunch. Accordingly, on seeing an announcement, " Chops and Steaks," he entered a shop. He was rather daunted by the huge quantity of

fish which he saw in the window. There were barrels of oysters, hecatombs of lobsters, a few tremendous looking crabs, and a tub full of pickled salmon. Not, however, being aware of any connections between shell-fish and moral integrity, he went in.

In more miserably unsuitable surroundings for a clergyman up from the country, he could not have found himself. The room reeked of fish with a faint admixture of stale gas; the cloth before him was abominable, and his knife and fork bruised and hacked; above all, everything was impregnated with fish. With difficulty, he managed to eat a little lunch, and then he thought surely he could get out of the place, and he asked the slatternly, but very civil woman where he could get a cup of coffee. She directed him across the road.

Here the poor cleric found the simple requirements of a gentleman. He was directed upstairs, a waiter was summoned, excellent coffee was brought, and the day's papers politely handed to him. The comparatively pure atmosphere, and the plain but comfortable furnishings, with the attentions of the elderly waiter, placed Mr. Harding at his ease, and he was soon feeling immensely refreshed, and was even able to enjoy a few minutes doze.

He ought not, of course, to have entered the fishy place at all. He could have found another premises for a quiet lunch, and could have finished off at the Cigar Divan.

The Detective Faculty had been at work, for we are distinctly told that he noticed the Divan before braving the lobsters. He saw the legend "Chops and Steaks," but his selective faculty was not strong enough to warn him from the exterior appearance of the shop that it was unsuitable.

We may now ask why are people not more selective in their financial investments? We hear of individuals whose affairs have "gone wrong," who "have lost money," "who have got into monetary difficulties." When we come to enquire into the cause, we are told that they bought shares in oil or rubber or tramways, that the dividend has decreased, and the capital value so shrunk that they fear to face the loss of selling out.

People should use their selective faculty and turn aside once and for all from speculative shares. The one sheet-anchor for the bachelor girl, for the widow, for the small retired tradesman, is the government security. All inexperienced people of moderate capital should

buy government stocks through their local bank, and stick to them.

Use your selective faculty to the exclusion of attractive-sounding investments, and stick to the dull, sober, low-yielding, but safe government security.

"If you wish to dine well," said Rothschilds, "invest at 10 per cent., but if you wish to sleep well, keep to 4 per cent." Your local bank manager will tell you if the state of the money market will allow you something over 4 per cent. or not.

Small capitalists, especially those living in the provinces, are often sent circulars drafted by people professing to be reputable stock-brokers and financiers.

These circulars are often skilfully written. They point to the changing conditions of the times, and assert that it is only ordinary prudence for the capitalist to have his investments overhauled by an expert to see how far they are behind the times. They will, they say, perform this service for you, and, if in their judgment it appears expedient, they will show you how you can sell out your present holdings, and reinvest the proceeds to greater advantage.

This, skilfully worded, and enshrouded in

banking terms, is often an infamous proposal which should be at once placed on the fire. Stripped of its falsity and in plain terms, it really means this : " Give us half a chance and we will take your serviceable wheelbarrow in exchange for a trowel," or, " we will grab your excellent lawnmower, and leave you with an old tray basket with the bottom falling out." Remember that shares are never offered by touting postal circulars by members of the Stock Exchange. It is against the rules.

Under the heading of Detective, I have already warned you against the chances of pushing over the apparently trivial. James Boswell's famous task was that of a man vain and talkative, and apparently shallow and flippant. Yet, in a simple desire to chronicle the daily doings and to sketch the character of his much loved Dr. Johnson, he wrote his " Life " and lived and died quite unconscious that he had written a book that has no equal of its kind.

A business man in town, being shown an author's manuscript, contemptuously replied : " There is nothing in it." He should have been reminded that *Alice in Wonderland* might be described as nothing more than a ridiculous story in which a child is supposed to have gone

down a rabbit-hole—unless you cite the other absurdity, that she went through the looking-glass.

Lewis Carroll, author of "Alice," was, in fact, the Revd. C. Lutwidge Dodgson, scholar of Christ Church. It is not to be supposed that the charming narrative, as first issued, was shown recognition and entire respect in University circles in Oxford. Nor are we to suppose its creation arose so much from any set purpose, but rather through the kindly and humorous intention to entertain some little guests on the river one summer's afternoon.

Yet this simple, charming narrative has passed indelibly into our literature, is known over the whole civilized world, is quoted in every grade of society from cottage to castle, and the original manuscript realized a fortune at auction.

Just as there is a warning against passing over the apparently trivial, so another pitfall may be pointed out. I wish to place you on your guard against the danger of arguing by analogy. To reason by analogy is to assume that because something happens in one set of circumstances, it may be depended upon to happen again in circumstances closely similar.

A striking instance of this indiscretion in

reasoning and conjecture is the following:

In Lord Loughborough's time, in 1780, when penalties for sheep and poultry stealing were very severe, he had before him a man on a charge of breaking into a poultry yard, an associate having escaped. Lord Chancellor Loughborough took a lenient view, and imposed a light sentence of six weeks imprisonment, and the second man, in hiding, hearing of this and thinking it best to undergo a moderate punishment rather than to have the offence and discovery hanging over his head, decided to come forward and confess, and so yielded himself up to justice. The next Assizes came, but, unfortunately for the prisoner, it was a different Judge who presided; and still more unfortunately, Mr. Justice Gould, who happened to be the Judge, though of a very mild and indulgent disposition, had observed, or thought he had observed, that men who set out with stealing fowls generally ended by committing the most atrocious crimes. Building a sort of system on this observation, he had made it a rule to punish this offence with peculiar severity; and he accordingly, to the astonishment of the unhappy man, sentenced him to be transported for seven years to Botany Bay.

It is well in all our dealings to pause before we venture to argue by analogy, and to ask ourselves what would happen if there were a wide variation between theory and practice.

Another warning I offer you is against a too logical mode of thinking. This is not a logical world—far from it.

Logically considered, one could not avoid the conclusion that utter financial exhaustion would have followed a four years' European War followed by strikes and numerous follies. Yet we hear the throb of manufactures, the din of traffic, and pleasure and recreation on an unexampled scale.

Logically considered, a cheap American watch, usually regarded as for schoolboy knock-about use, could not be thought satisfactory, and yet in practice many adults assert that they find it in use more reliable than many watches sold at five times the cost.

Again, suppose a man invents and patents an improved cartridge of sound financial possibilities. Suppose that the inventor goes to reside in a town where the two leading residents are a cartridge manufacturer and a Colonel.

Logically, one might assume that one of the

two would take some interest in the invention; actually, in my interpretation of life, he will find the manufacturer totally indifferent to the merits of the cartridge, the Colonel wholly absorbed in butterfly catching and collection—and the only man who will show a kindly and intelligent interest in the new patent will be a little retired fishmonger.

My object in writing this chapter is to urge you to be Selective. There are sound reasons for this counsel. The man or woman who uses the selective faculty is saved from ranging with indecision over wide fields of interest. Thus they are saved from being colourless.

Let me show you the difference between the hesitating colourless individual, and he who has shown himself both detective and selective.

The selective man fastens upon one good thing—one strong worth-while interest, together with its relations and associations. Thus he becomes known as representing that interest.

It cannot be denied that a man is very largely regarded in this competitive world as a market—someone to sell things to. But how are people to know of what he is a likely buyer, unless he reveals himself? The rule is that a

man draws to himself—setting in motion the law of attraction—those items, goods, facilities, offers, which he oftenest uses, wears or consumes.

Suppose a man is a great smoker. Does he keep that fact to himself? Is it his individual interest? No. If he is a heavy smoker, he may be sure that the local tobacconists have registered the fact in their memories. His face is familiar in their shops. His cheque signature is in their ledgers. Presently, depend upon it, his name will become known to the wholesalers, and one day it will be copied down with others on a London List. Then the circulars arrive, price lists, "special offers," perhaps samples. A smoker will certainly find every sort of facility pressed upon him for buying more cigars, cigarettes, brands of tobacco.

But now suppose that you are not a smoker, and you have decided to take up the subject of photography. Your thoughts are of cameras. Your mind has been detective in seeing the possibilities in the reproduction on paper of faces, of scenes. Your selective faculty has set aside the pencil, the brush, the sculptor's and carver's chisel, and you have fixed your attention upon *Photography*.

You opened your *Press Guide* and found the paper dealing with this interest and you gave an order to your bookstall clerk for its weekly delivery. There you did yourself good, because you have revealed yourself as a camera enthusiast. You are no longer colourless. You are revealed to the bookstall clerk, you will presently figure in his mind as a photographer.

But bear in mind that *one* order to a clerk will not take much effect. Consider: if you were on a desert island, hoping for relief, and you took out your white handkerchief, you would not expect that by fluttering it *once* you would attract the attention of the ship's crew. You would keep your handkerchief waving in the air. And so in commercial advertising we believe in repetition and persistence.

And similarly, we try to give our bookstall clerk not *one* order, but if possible, repeated orders, so that repetition shall impress upon his mind that we are interested in Photography. And what is the practical outcome? It is this. One day a firm in town will bring out some admirable volume on photography, either a popular one at 2s. 6d., or a standard, technical book at 18s.

A pile of circulars, prospectuses, relating to

the new work will be sent down to the book-stall, and the clerk will cast around in his mind for the names of likely buyers. He will send you a prospectus, hoping to earn commission on the sale of the work.

In making yourself known as a camera enthusiast, you attracted to yourself (the law of attraction at work on the mental plane) that prospectus, bringing you particulars of the new work.

Do not assume from these remarks that I regard you as a buyer of every text-book and standard work brought to your notice. That is not my teaching at all. But I do assert that there is always something in this printed matter from which you can learn.

And mark you, something upon your own subject. You were Detective, then you became Selective. These landed you as a photographer, now what you have in view is becoming *Constructive*.

Where lie your materials? Your materials are among the printed matter which we have just been mentioning. Who are the publishers? Note the name of the photographic manufacturing firms. The success of your career may depend upon your doing so.

Neglect nothing which seems to bear on your interest. Write down every item which seems to you of present or future interest.

When you have had some practical experience with your camera, you can write down some practical notes. When to those practical working notes you have added those names of firms, cameras, patents, equipment, which have accumulated in your note-book, you will find it quite easy to draft a circular covering the matter.

Notebook items are easily expanded to a circular. A circular is easily expanded to a booklet. Additional information, further practical experiences, soon enlarges the booklet to the size of a useful instructional handbook.

And now we see how detective, selective, constructive thinking leads you on to accomplishments.

I am in the habit of using the illustration of the Building Site, in which I ask you to imagine the case with which you could build a bungalow if the whole of the materials were assembled and piled in order on the spot.

Assume that this is done, and the suggestion to the mind that the bungalow should be built will be a powerful one. The bricks, mortar,

cement and sand; the rafters and the floor joists, window frames and door and porch. On the very site! I should think if you heard of a couple of retired bricklayers living close by, aged seventy, yet capable of getting about, and similarly an aged carpenter, if you brought them to the spot, the sight of so much material at hand would lead them, aged men though they were, to put the material together. And with not much difficulty. The very force of habit, the professional instinct, would cause them to make a start.

How great is the difference between contemplating a bare site, and the same spot, upon which is accumulated everything necessary for building the bungalow. And so, with remarkably little effort, when you have your facts assembled together, I have shown you how you can set in motion the law of attraction, and gather them around you, you can extract these facts from your notebook, and build a business with them.

THE CONSTRUCTIVE FACULTY

Chapter Six

THE CONSTRUCTIVE FACULTY

It will perhaps occur to you that the art of fruitful, beneficient, progressive living consists of bringing isolated facts, facilities, products and enterprises into ordered relation, just as a boy puts together the different pieces of a Meccano set in order to make a bridge.

That is the exact counterpart of the Constructive mode of thinking and working now under discussion. Separately regarded, and lying about in disorder, those pieces of metal signify nothing, but place them in order, unite them in due correspondence, and some sensible worth-while representation comes into being.

Similarly, in the larger issues of life, it is by bringing persons and places, energy and capital, architecture and enterprise, sane vigour and eccentric power into unison that great achievements are brought about. That is the way that a man shapes his career.

Should it be objected that personal defi-

ciencies and personal shortcomings retard your carrying out such measures, I ask you to reflect for a little upon the men, and they are many, who have successfully overcome such handicaps.

Up to the latter half of the eighteenth century the roads of the United Kingdom were of the crudest type, but there came on the scene three outstanding engineers, Telford, Macadam, and Metcalf. While less known than either Telford or Macadam, Metcalf was, writes his biographer, " a very remarkable person. Though *blind*, he became skilled in arts for which, ordinarily, sight would have been regarded as an essential and there was never any doubt as to the efficiency with which he built many new roads."

You will have heard of that spirited country gentleman years ago in Ireland, who, born without arms and legs, had himself strapped to the saddle to enjoy a day's hunting. For a present-day example of such pluck I could introduce you to a man whom I have met on his daily routine. By a grievous mischance he also was born into the world without proper limbs ; he has but short stumps in the place of arms and legs. Yet he is a practical builder, drives himself about the country, looping the reins

over his stumps, creeps up a ladder, attends meetings, and transacts business at the bank, holding the cheque between his teeth.

Turning to agriculture, it was my good fortune to know an old-fashioned practical farmer. Years ago, he was caught in a sudden storm, and chilled, and became a cripple, only able to get about on crutches. He was forced to lie in bed for weeks and months at a time, nursed by his old wife, utterly helpless. Yet the property he had bought, a cottage and twelve acres, improved greatly under his management. His wife looked after the butter-making, and he employed one young man to do the work of the place. Though he could never reach, owing to the painful state of his contracted limbs, the outlying fields, his mind dealt with every item of interest and importance. The dairy and the cows, the fields and the trees, the hedges and the ditches and the gateways, the state of the cattle—the harrowing and rolling of the fields, the cutting of the grass and the making of the hay, the marketing of the butter and the fruit—not an item escaped his memory and judgment.

From his sick-bed he controlled every operation of agriculture in season. Under his competent management the property assumed

quite an improved aspect, and from being unkempt, acquired the look of a cared-for Sussex homestead.

I have not even now fully dealt with the character of this remarkable man. *Business enterprise* occupied his active brain despite bodily suffering, and he had the ability to indicate openings to young men and to put them on the road to success.

Such instances as the foregoing, and many others might be cited, bring home to us that there are many things within the scope of an ordinarily able-bodied person which are not at present accomplished.

If those severely crippled and grievously deformed can distinguish themselves in action, what of those who have ordinary capabilities and the free use of their limbs ?

Now, let us examine the possibilities. When the war broke out, the British Government mobilized the forces of the Crown. Later, the Treasury mobilized the national securities. My invitation to you is to mobilize your *thoughts.*

A consideration is this—it involves the law of attraction : " Like begets like."

You have heard rooks cawing in a tree. One

flops to the ground and begins to peck about for grub, a second follows it, and a third. We may speak of rook thoughts—black ones—to be avoided.

Then you have seen pigeons fluttering in large numbers in the tops of trees ; similarly, one flutters to the ground to enjoy the pea-crop. Others seeing it on the ground, are, by the law of attraction, encouraged to follow, and soon the field is dotted over with pigeons busily pecking.

It is equally true regarding the law of attraction at work on the mental plane.

Therefore, avoid the (black) rook thought ; encourage, exercise, stimulate the (white) pigeon thought ; and you may be certain that it will be followed by others of a progressive kind much to your advantage.

The certain method of mobilizing your thoughts is to write them down. I have previously warned you (Detective) not to overlook the apparently unimportant, to pass it (Selective) critically through your mind, and I now urge you (Constructive) when you note anything of value to—*Write it down.*

Many an idea, capable of development, and of employing labour and doing much good, has

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Many an idea, capable of development, and of employing labour and doing much good, has

been lost to the community, through failure to commit it to paper. We can do but little unless we use the constructive faculty.

Consider: if we attempt to bridge over the river of forgetfulness, and place a plank in position, one by one, they will singly be borne down the river and be lost to us. But by putting the planks together constructively, a satisfactory bridge is made.

The planks—for this is the rule of life—must not be dependent, else they will collapse in a heap, nor independent, or they will fall apart, but *inter*-dependent, so that they will mutually support each other.

That is why I urge: *Write it down*—because items of information, titles of books, names and addresses, sources of supply, which cannot be made useful singly, isolatedly, at any one time, may be, if entered in a memorandum book, put together constructively. The Constructive power is, we believe, the distinctive faculty of man.

Now let us, on the subject of writing things down, make use of an illustration.

Supposing you had a wagon standing in a farmyard, laden with corn. It cannot be moved, though you want to move it, because

the three horses on the farm are out at grass, grazing in three different fields. Obviously, one, the first, must be caught, and on being brought into the yard must be tied up and secured. Else, by the time the second horse is caught and brought in, it, the first, will have trotted off. Again, the second horse must be secured by bridle on headstall, lest it, too, should decamp while the third is being caught and brought in from the field.

It is the same with *facts*. If we do not secure a fact by writing it down, quite likely all recollection of it will vanish from our minds while we are gathering in second and third items of information.

I hope you have it clearly in mind that one fact alone is often useless. (Just as one horse, singly, could not draw the laden wagon.) But secure it, that is, write it down, and then go out and collect further information—facts that relate—so that they may be put together constructively.

Facts are always valuable—not that a use for facts, together with their relations and correspondences, can be found at one time.

A builders' merchant's yard contains bricks, cement, tiles, chimney pots, drain pipes. There

they accumulate, are kept in stock, not to fill any builder's immediate need, but awaiting his call as his practical work proceeds, and the material is needed. So by noting facts, by making a store of facts, by writing facts down, we shall have something to draw upon as need arises.

And now you will probably be thinking "in what practical respect is this habit of writing things down going to benefit my life?"

Answering this, in using a notebook, in making a daily habit of entering facts, items of information, we are laying the foundations of acquiring an important faculty.

You can draft the details of some personal scheme which concerns your prospects. You can draft a programme. You can draw up a prospectus. You can write a paragraph, an article, a book.

Some people, even of advanced education, have great difficulty in writing a short descriptive account of a summer fête or tennis tournament.

The man or girl who shows this facility—who writes the neat note or descriptive paragraph—has a pull over those who are deficient

in literary expression. The most distinguished Churchman of his time probably owes his long and honourable career to the writing of a letter. The subject was the closing scene in the life of Archbishop T——, and the letter was couched in gracious, sympathetic and reverent terms. This was shown to Lady H—— who in turn handed it to Queen Victoria, thus affording her a glimpse into the mind and character of the writer. The style is the man, say the French. Preferment followed, and was repeated as the years passed, and the distinguished and honourable career of that Prelate dated from the writing of one letter.

In these days of the telephone habit, it is likely that many will drop the habit of writing letters. Many people say they "Don't like writing"—all the more I advise you again and again to—*Write it down.*

When for five or ten years you have recorded all the facts which have come under your notice concerning your business interest, adding thereto facts extracted from newspapers, price lists, catalogues, reviews, you will, when you come to look through these items in your note-book, find yourself possessed of ample material for writing a text-book or for guiding

you in your career. Thus you have accumulated matter which may act as a guide to others, and you have given a push forward to the better understanding and more profitable following of that trade or profession to which you belong.

Remember, much may follow from the making of a simple notebook entry. If it establishes a habit it may mean the making of your career.

I knew a dentist who before the war had a moderate practice. After the Armistice I called on him again and found him in full swing even to the extent of opening two additional sub-surgeries in the town.

He told me that he put down his success very largely to the writing of an article which appeared in his professional journal. This brought him into notice, and the leading medical men in town from that time began to send their patients to him. So observe what the writing habit may bring about.

I have mentioned that a single entry may have results. As pennies will make shillings, and shillings make pounds, so words make sentences, sentences make paragraphs, and paragraphs make articles and chapters. But

if you do not care to become the author of a text-book, you cannot be in the wrong by forming the write-it-down habit.

"Remember," wrote Mr. H. E. Butler, "if no one else derives any profit from your efforts, you will be forming, nevertheless, the habit of orderly, consecutive and reasonable thought, and this is the prerequisite to genuine manhood and womanhood and a successful career in any department of life; for without the habit, no man can rise above the level of the masses, but will remain as a mere server in a menial sphere."

The write-it-down habit might lead you into the sphere of literature as a successful novelist.

To this you may perhaps reply—"Personally, I doubt my ability to write anything of real worth. To write for one's own amusement, or to entertain friends, may be worth a little, but I am not hopeful of making a name as a novelist."

It is possible that you under-rate your ability. Some have possessed, and even exercised, literary power without realizing it. It may be that by beginning to note down facts, by accumulating the relations and corres-

pondences of those facts, you will so add to your natural powers of observation, as to make you capable of becoming a competent journalist, author or novelist. The intention of these comments is to encourage you to such efforts.

If you believe that you have no aptitude for writing, I would draw your attention to the life of Lawrence Sterne. His chief work was the novel of *Tristam Shandy*. There is no construction, no order and no plan in the book. The style is abrupt and interjectional, full of exclamations and disordered chapters. So far from the faults barring acceptance, the novelty and oddity of its style seems to have attracted attention to it. The reception of the work and its author was enthusiastic in the extreme, and *Tristam Shandy* is a work which offers great encouragement to those who know themselves to be weak on the mode of literary construction.

Gilbert White passed his days tranquil and retired. "Being of an amicable nature, and strongly attached to the charm of rural scenery, he spent the greater part of his life as an obscure country Vicar engaged in literary occupation and particularly in the study of nature." Yet he produced a classic—one that

is considered of unrivalled charm, unequalled in its class either before or since.

Joseph Addison, the noted essayist and associate of the brilliant Richard Steele, was neither impulsive nor powerful. Johnson commented: "He thinks justly, but he thinks faintly." He was a trifle languid and content to be superficial. He had no store of learning such as entitled him to the name of scholar. Learning is so accessible to every seeking mind to-day, that none need feel debarred from becoming an effective writer through want of education.

Frances Burney was a shy stay-at-home girl, of little or no education. Her mother discouraged literary ambition, and she attended to domestic duties with regularity. Her father gave dancing lessons, and it was from his pupils and from quiet observation that she drew her ideas. When her book came out she was in an agony of nervousness, and scarcely dared to stir out of doors. Her work took London by storm, and she was raised to the highest pinnacle of fame, the great literary men of the day paying her respectful attention.

On the monetary side of things, successful authorship has brought rich rewards in the

past. Pope received £5,000 for his translations. Emerson received as a personal gift from his enthusiastic readers £3,500, with a further £400 which was raised to enable him to take a long holiday. Archbishop Tillotson's theological writings brought for his widow, for the copyright, a fortune of 10,500 guineas, and Miss Burney was understood to have received £2,000 for her second novel.

The larger incomes in royalties earned by to-day's successful novelists, in the front rank, are well known.

The social aspect is not to be disregarded. Anthony Trollope's boyhood and early life was most wretched, but his pen brought him into notice. Captain Hayes, writing of his Indian experiences, said that the Viceroy himself could not bestow upon him greater privileges than he already enjoyed as a popular author and journalist.

Personally, my life has been much benefited and cheered by the practice of press-writing, and the appearance of a book brings me some cordial invitations. It may be that you are totally devoid of literary ambition, and if the foregoing pages fail to draw you towards authorship, you might like to consider the

possibilities in relation to *Commercial Advertising*.

The question in such case assumes the following form : In what practical way may I suppose that the habit of " writing things down "—of making, that is, notebook entries in the way that you so strongly urge, likely to effect my life, my business career ?

In reply, I am glad to point out that there are important possibilities. From notebook entries, you will find it easy to draw up a booklet, which has been called the Heavy Artillery of Advertising.

" I have been told," wrote an expert of a certain firm, " that it prepared a booklet which it used for years and years, and it did them more good, and brought them more business than any salesman they ever put on the road."

I have no hesitation in saying that he or she who cultivates the ability to write an advertising Booklet possesses a valuable facility.

Suppose that you saw a number of children on a platform, about to be packed into a train for a day's outing at Brighton ; it might occur to you to ask whether they were travelling as

past. Pope received £5,000 for his translations. Emerson received as a personal gift from his enthusiastic readers £3,500, with a further £400 which was raised to enable him to take a long holiday. Archbishop Tillotson's theological writings brought for his widow, for the copyright, a fortune of 10,500 guineas, and Miss Burney was understood to have received £2,000 for her second novel.

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"use the short sentence." Supposing some friend of yours grew raspberries, and asked you to help him to tie up the canes; don't you think, if you used pieces of string ten feet long, you would find that length very inconvenient? And so in literary construction, you are likely to become entangled with the use of long sentences. Short pieces of string for raspberry canes, and short sentences when drafting booklets, may be heartily advised.

A natural tendency is to over-emphasize. There is virtue in restraint, and strength in it as well. Once, when there was disorder and violence in a north-country city, the Mayor had to read the Riot Act, but excitement and uproar continued. The Mayor then ordered the immediate printing of placards, which were posted up all over the city, bearing only these words—"The Riot Act has been read." On sight of this simple statement, the population was awed and quiet was restored. This tells us that that which is implied is sometimes stronger in effect than that which is specifically expressed.

Another fact is that large-type assertions expressed in strong terms *do not* always convince. If a man gets up on a platform and says that cinders are good for lunch, he is, no

in school-class group, or in family relationship; if the latter, you would need your detective faculty, allied with APPERCEPTION, to enable you to ascertain which were brothers and sisters to the others. Just as there are relationships between persons, so there are relations and correspondences between facts. It is these associated facts which help you to make up your booklet.

As regards the presentation of facts, which includes the subject of style, the main recommendation is towards simplicity and clearness.

Once, when I was staying on the South coast, *a lady went into a stationer's shop* and bought some children's birthday cards, bearing some lines of greeting. These were written in words of one syllable, or of two syllables at most, and I was surprised to find how readable and pleasant the lines were. The greetings were not dull and stilted. The author found the words adequate to his needs for expression, despite the restraint on syllables. This shows the worth and power of simplicity in writing. Simplicity and clearness, are, as I have said, very much urged by those who are competent to criticize and advise on the subject of literary style.

A phrase useful to the amateur writer is

"use the short sentence." Supposing some friend of yours grew raspberries, and asked you to help him to tie up the canes ; don't you think, if you used pieces of string ten feet long, you would find that length very inconvenient ? And so in literary construction, you are likely to become entangled with the use of long sentences. Short pieces of string for raspberry canes, and short sentences when drafting booklets, may be heartily advised.

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Another fact is that large-type assertions expressed in strong terms do not always convince. If a man gets up on a platform and says that cinders are good for lunch, he is, no

matter how vehement he may be, disbelieved. Amplify the platform statement by saying that cinders are good for pigs as a kind of rough digestive charcoal, and reason begins to negotiate with the idea. Add further a quotation *from a veterinary Professor in support of the* view, and reason accepts the assertion that cinders can be profitably used in the manner stated.

Be clear. Be simple. Be short in sentence. Be reasoned in statement, and having got into the habit of writing things down, and having acquired the knack of drafting booklets, you have developed quite a valuable means of forging along in life.

In earlier pages I have urged you to "write things down." I am now going to point out the great advance of typed matter over that in pencil or ink. Then comes the printing-press.

Have you ever thought how ideas of yours would gain in authority if you had them printed? Schubert the musician was utterly unable to get his compositions accepted by publishers, *until a few friends subscribed to* have them printed—then he sold them at once.

A Bank of England warrant was inadvertently misprinted as to the payee's name, and a

Bank Manager commented upon it that formal application had better be made to have the mistake corrected. He held the warrant in his hand and said: "with this before me, I shall myself be calling the payee by a wrong name."

He meant that there is something that carries weight connected with printed matter. Most of us give considerably greater credence to that which has been set up in type, printed and published, over that which is merely written with pencil or pen. I would not, of course, say that merely to print statements is to win for them acceptance—that would be pressing my point too far.

In fact, I once saw a printed prospectus which was undoubtedly fraudulent. The alleged funds—capital and reserve—were, I am sure, non-existent. It was a trap to catch the unwary. It was false, and it looked false.

But the fact remains, and I do assert, that whereas an isolated fact is often useless, and accumulated relating facts may be valuable, you can carry the thing forward very considerably by having those written lines *printed*. There is something authoritative, that carries weight, in printed matter, and I therefore urge you to resort to the printing-press.

On the general subject of Advertising and its worth, all agree that the product or service must in itself be a sound proposition. It must be as good to buy as it is to sell. Nothing tricky or unsound can be advertised with any permanent success. Absolute conviction of the worth of the produce must hold the advertisers.

But if you have a business or profession, or some personal skill and ability, you can offer these to the public with very cheering consequences. How this can be done I have already shown. Have you ever had in mind the value of the secondary consequence? It may be thus illustrated:

Suppose you intend to hammer a nail into the wall. Just above that spot runs a narrow ledge, on which rests a half-crown. As you strike with the hammer, the vibrations, the concussions, cause the half-crown to jump and dance until presently it falls off the ledge and falls with a clatter at your feet.

So it is with practical Advertising, ably pursued. You do not at once attain your principal objective, but perseverance has its reward. As a great advertising agency says: "Keeping everlastingly at it brings success."

THE EFFECTIVE FACULTY

Chapter Seven

THE EFFECTIVE FACULTY

In the basement of one of the big Technical Schools of England, there is a strange-looking electrical engine. It is one of the largest machines in the building. It is now being shown as a curiosity. It was invented by one of the Professors of the School. It is said to be very remarkable, but IT WON'T RUN. It is not EFFECTIVE.

The same is true of many schemes and plans that young men create. The scheme or plan may be very wise up to a point. It may be very original. But when it is carried out, it does not pay.

In the business world, we measure everything by one vital test—will it make a NET PROFIT? This is what is called the commercial point of view. It is often scoffed at by artists and literary people, but it is a test that cannot be ignored. In all cases, it is important.

Even if a young man has plenty of money

when he sets out to shape his career, he must learn the value of money. If he does not, he will eventually find himself poor. A thousand hands are stretched out to take money away from those that have it and cannot protect it.

If, on the contrary, a young man has little or no money, his first duty to himself is to learn how to make it. Money comes first until we have enough of it. After that, we may think of many other things.

The first effort of every young man, who has no inheritance, is to EARN as much money as he can. Earn and learn. That is how every great career began.

He should not scheme to get money for nothing, by betting on horse-races or solving newspaper problems. Neither should he be dependent on his parents. If he is given an allowance, it will do him more harm than good. It will take away the spirit of self-help and independence, which are worth more to him than a great amount of money.

He should not look about for an easy job. Rather, he should look for one that will require all his energy and courage and abilities. He should try to find a job that is too big for

him and then develop himself until he is worthy of it.

In the preceding chapter, I have shown how a young man may develop himself as a writer, but the same method holds true, no matter what trade or profession a young man wants to enter.

First, he must use his Detective Faculty and look for openings and opportunities. He must look about him and see how money is now being made in the trade or profession that he wants to follow.

Above all, he must not become an employee of a dead, non-progressive firm. In such a firm, he can learn very little that will be of use to him. And he may lose several very valuable years.

He must study the Winners, not the Losers in the game of life. He had better join a successful efficient firm at a low salary, than join a stagnant firm at a much higher figure. He wants to learn and grow and become competent.

As to whether he joins a large firm or works for a small shopkeeper, that does not matter very much. He can learn the whole of a business best by working for a small firm. He

is less likely to become departmental. But if he goes with a small employer, he must pick out one who is competent and who is making his business grow. He must go where he can learn as well as earn.

If he has not decided upon his career, his best policy is to take the first good job that is offered in any line. Once he is at work, he can discover himself and find out his own aptitudes.

It does not matter much how a young man starts, as long as he is with a firm where he can learn. It is often wise for a young man to begin life with a number of jobs.

He can work for a year as a canvasser, going from door to door. He can spend a second year as a costing clerk in an office of a manufacturing firm. And he can spend a third year as an inside salesman or as a mechanic, if he has a flair for mechanics.

Many men who have had great careers worked at many jobs before they finally found their life-work. Sir Richard Burbidge did not begin to develop Harrod's until he was 43. He started a little grocery shop when he was 18, and carried it on for 16 years. But all the while he was studying how to operate an immense shop that would sell all manner of

commodities. Gillette, too, was 40 years old before he found and developed the safety razor that made his fame and his fortune. He was late in exercising his Detective Faculty, but he quickly made up for his lost time.

First, look about for an opening. This is the universal rule for all young men. Do not necessarily take the first job offered. There are always many jobs for any keen and ambitious young man. He should not waste a year if he can help it.

Next, he must exercise his Selective Faculty. He must choose his friends. He must search for any magazine or book that will help him to shape his career. He must lay hold of every influence that will help him on his way.

Never remain helpless and inert in an uncongenial and unhelpful environment. That is what I mean by the word "Selective." Seek for a more suitable environment. A young man is not like a plant. He is not compelled to stay in one spot, as a plant is. He can go where he can grow and develop more quickly.

A poet once wrote these foolish lines:

"Serene I fold my hands and wait;
I know my own will come to me."

is less likely to become departmental. But if he goes with a small employer, he must pick out one who is competent and who is making his business grow. He must go where he can learn as well as earn.

If he has not decided upon his career, his best policy is to take the first good job that is offered in any line. Once he is at work, he can discover himself and find out his own aptitudes.

It does not matter much how a young man starts, as long as he is with a firm where he can learn. It is often wise for a young man to begin life with a number of jobs.

He can work for a year as a canvasser, going from door to door. He can spend a second year as a costing clerk in an office of a manufacturing firm. And he can spend a third year as an inside salesman or as a mechanic, if he has a flair for mechanics.

Many men who have had great careers worked at many jobs before they finally found their life-work. Sir Richard Burbidge did not begin to develop Harrod's until he was 43. He started a little grocery shop when he was 18, and carried it on for 16 years. But all the while he was studying how to operate an immense shop that would sell all manner of

commodities. Gillette, too, was 40 years old before he found and developed the safety razor that made his fame and his fortune. He was late in exercising his Detective Faculty, but he quickly made up for his lost time.

First, look about for an opening. This is the universal rule for all young men. Do not necessarily take the first job offered. There are always many jobs for any keen and ambitious young man. He should not waste a year if he can help it.

Next, he must exercise his Selective Faculty. He must choose his friends. He must search for any magazine or book that will help him to shape his career. He must lay hold of every influence that will help him on his way.

Never remain helpless and inert in an uncongenial and unhelpful environment. That is what I mean by the word "Selective." Seek for a more suitable environment. A young man is not like a plant. He is not compelled to stay in one spot, as a plant is. He can go where he can grow and develop more quickly.

A poet once wrote these foolish lines:

"Serene I fold my hands and wait;
I know my own will come to me."

That was bad advice. If we fold our hands ınd wait, nothing worth having will come to ıs. It will pass us by. We must go in search ıf the friends and the books and the magazines ınd the jobs that will best help us to come to ıur full growth.

To any young man I would say: "Go where you can grow. Don't lose a year. Search for teachers. Ask for a harder job. It is bad enough for a middle-aged man to be stuck fast in a rut, but for a young man it may be fatal."

The third step in the career-shaping process is to be Constructive. It is not enough to learn. One must create as well. Every man who has climbed high in the world has made improvements in his trade or profession.

Even in the smallest job, improvements may be made. There is always one best way to do everything. There is a right way to open a box or to wrap a parcel or to dress a shop window.

All able men are more or less inventive. They improve the routine of their work. They do not work automatically. They notice their work and think about it. They ask "Why?" They make suggestions. They try to find a better way.

Finally, the fourth step is to be Effective. Efficiency means a higher percentage of results. In the great world of affairs, everything is judged by RESULTS.

A young man must remember that his education has not been a practical one. A knowledge of Latin, French, mathematics, geography, grammar and literature, does not teach him how to make money. This he must learn when he leaves school.

If he wants to be a manufacturer, he must learn how to buy and sell goods, to study his customers, to train his sales people, to dress his windows, to write his advertisements and to keep in touch with the trend of fashion and the changing wishes of the public.

If he wants to be a banker, he must study the great subject of finance. He must learn the basis of credit. He must know the facts about the Stock Exchange. He must find out the nature of the whole banking system—how the Bank of England stands in the centre of the "Big Five" banks and the discount houses and the insurance companies and so on. He must learn how to read and understand a Balance Sheet and a Prospectus.

If he wants to be a lawyer, dentist, doctor,

architect or engineer, he must, of course, spend at least four years more at College. He must learn the technique of his profession. And after he has left College, he must keep on learning it.

No matter what trade or profession he chooses, he must learn how to make a profitable use of his TIME. The rule of Efficiency is—the smaller the units of time, the better. An Annual Report is not as valuable to a business as a series of Weekly Reports. Daily Reports are better still. He had better take a day as his unit.

If a young man learns to make the most of every day, he goes forward with three hundred little pushes a year. Just as a sculptor shapes his statue with little blows of his mallet, so a young man shapes his career with little daily improvements. At the end of the year he will notice that he has made rapid progress.

The building of a business or a profession is like the building of a brick wall—brick after brick is added until the wall is complete. So we must add customer to customer, or client to client. *How to find and keep customers.* or clients—that is the practical problem.

It must be said that too many young men

are self-centred. They are apt to think of things from the point of view of their own pleasure or prestige. They do not consider the power of public opinion. They do not realize that their success depends largely upon what other people think of them.

This is a serious fault. It ruins many a man. It alienates other people. It prevents them from helping him. Always, success depends upon the co-operation of other people. No man should stand wholly on his own.

There is a word in business life called "Service." It is one of the most effective causes of success. In a real sense, all business is Service. If any man can render a better Service, in any line, to the people among whom he lives, he will soon increase his income.

Here you have a reason why so many brilliant men live ineffective lives—why they often spend their days in poverty. They remain self-centred. Their one aim is to please themselves. It does not occur to them that they must use their abilities so as to be of service to other people. They ignore the public. Consequently, the public ignores them. And they live and die in oblivion.

How to render a valuable Service to the

public or to a company, and how to be well paid for it. When a young man has solved this problem, he has made himself Effective. He has begun his career. He has started to move upwards towards "the seats of the mighty."

As soon as possible, every ambitious young man should secure a position where he is paid on results. He should avoid those jobs where nothing but seniority counts. He should not be content to wait thirty years for a good salary. Life is too short. He must make the most of his years, if he wants to have a career.

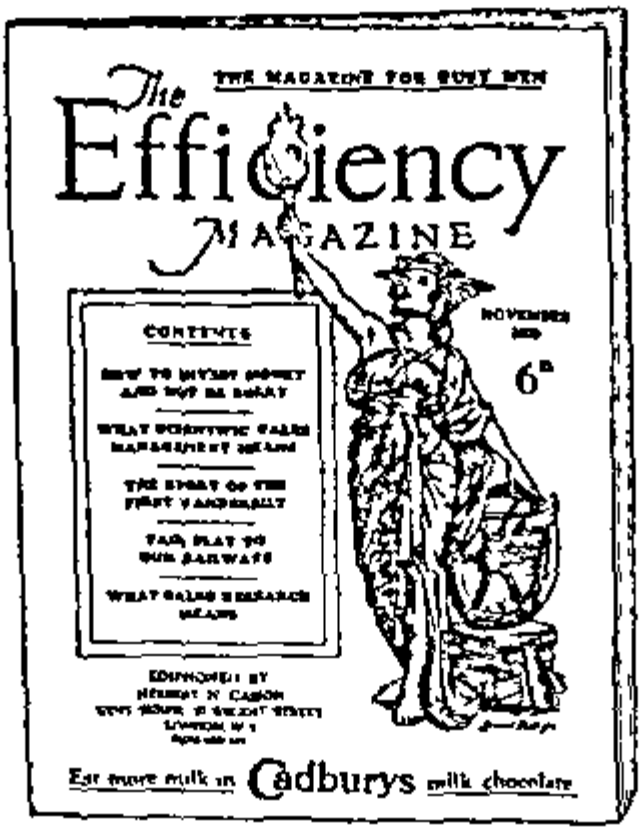
There are young men of thirty years of age at the head of some of the largest companies in England. Why not? Youth is not the bar that it was in Victorian times. There are short-cuts to Success. Why not use them?

It can safely be promised to any keen young man, that if he learns how to be Detective, Selective, Constructive and Effective, he will greatly shorten the preparatory period of his life. He will reach his goal more quickly and take his place among the useful and prosperous men of his generation.

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